

RECRUITER



The United States Army Recruiting Command

JOURNAL-MAR 94

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How to establish trust with a stranger

by MSG Barbara Haley, HQ USAREC, Training and Plans Directorate

Have you ever trusted a stranger? Many people would say right away, "No! I would not trust a stranger." We do, though, don't we?

We trust other drivers to follow the rules of the road. We trust health professionals to know their profession and treat us with beneficial medication and modern technology. We trust the news media to provide us with accurate accounts of the affairs of the world. We trust the farmers to provide our food. We trust manufacturers to provide goods we want. We trust, we trust, and we trust without much thought regarding any one situation.

When the public sees you as an Army recruiter, you are a stranger in a time-honored profession, the military. They make you the trustee of their lives and the lives of their children. They trust that you are knowledgeable in your profession and that you have integrity. They are eager to talk to you and most admire you.

When you destroy trust, you create a flummox situation. Every corner that is cut may create a tragedy. For instance:



MSG Barbara Haley

- The other driver, whom you trusted, suddenly sways into your lane
- A doctor prescribes the wrong medication, landing you in the emergency room
- The recruiter invents documents or pays a potential enlistee's fines to effect an enlistment
- A recruiter maintains unprofessional relationships with DEP/DTP members

The recruiter may have thought he was helping an applicant, but what actually happens in these situation is that the recruiter creates doubt, which may cause an applicant to feel distrust and to experience a fear of discovery. Inevitably, these anxieties result in

accession losses. This is the heart of integrity.

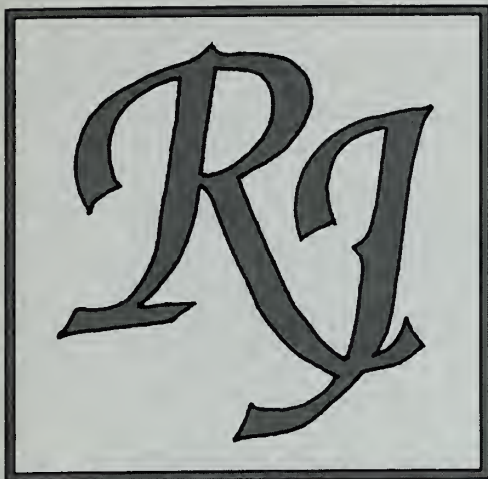
Also, don't forget the power of public opinion. Once public trust in a recruiter has been destroyed, the positive public opinion of the entire recruiting profession is destroyed.

Remember, it only takes one bad apple to ruin the image of many.

When you don your recruiting uniform, you are making a statement: "I will do my job to the best of my ability and with integrity, to foster a positive image of the Army."

When you put on that uniform, you don't represent just yourself. You personify and represent the whole United States Army. Therefore, what you do and what you say will have a positive or negative impact on recruiting.

Trusting a stranger is one thing; having a stranger trust you is the better concept in recruiting. Don't forget, strangers help you make your assigned mission.



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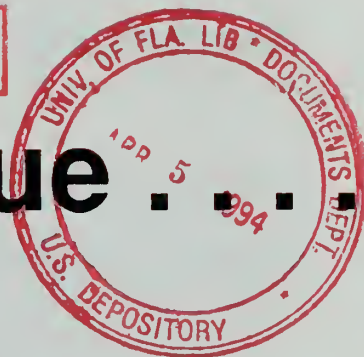
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FLARE

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Forms revised

■ USAREC Form 556, USAR Recruiting Active Duty for Special Work (ADSW) Evaluation Report, was revised Jan. 1, 1994, and is now in distribution.

The form has been changed to require recruiters to enter the referral SSN and event code in block 7 of the form. This allows the R18 database to compare referrals to accessions for a period of 6 months. Referral credit for a contract can then be awarded for ADSW participants even though their tour is complete. The revised reporting system will also provide this command with quality lead source data.

For the revised system to provide the desired results, it is essential that recruiters submit the completed USAREC Form 556 to the battalion operations section within 5 working days of

the event. The battalion operations section must then update the R18 database weekly to close the loop on this process.

POC at HQ USAREC is MSG Les Swanson, 1-800-223-3735, ext. 4-0494, or DSN 464-0494.

HRAP change

■ Several years ago USAREC lost the ability to use Advanced Individual Training (AIT) graduates in the Hometown Recruiter Assistance Program (HRAP). A series of requests from the field to regain AIT graduates as HRAP assets resulted in approval from DA to allow AIT graduates to participate in the program.

To meet the needs of recruiters, effective immediately,

USAREC Pam 601-103, paragraph 6a, is changed to read:

Permanent duty and graduating AIT soldiers who have been recommended by the first lieutenant colonel in their chain of command.

(See related story on page 7.)

POC is SSG Angelo Owens, DSN 464-0814/0714, fax DSN 464-0823.

Changes to FY 94 SRIP

■ Changes to the FY 94 Selected Reserve Incentive Program (SRIP) have been made due to the passage of the FY 94 Defense Authorization Act, which contained new provisions for bonus programs.

Authority for the enlistment bonus, reenlistment bonus, affiliation bonus, and prior service enlistment bonus programs is extended through Sep. 30, 1995. The Student Loan Repayment Program is permanent in legislation and not subject to renewal.

Congress authorized the payment of enlistment bonuses up to \$5,000 and removed the requirement to pay half the bonus upon completion of advanced individual training (AIT). However, no new funds were provided as the new law limits expenditures for the enlistment bonus program to the amounts originally budgeted for FY 94.

Effective Apr. 1, 1994, a \$5,000 bonus is available to persons who enlist in the Selected Reserve for six years in a designated MOS through the Army Civilian Acquired Skills Program (ACASP), provided they meet the requirements of Chapter 2, AR 135-7. The Army National Guard and the Army Reserve will publish a list of eligible MOS semi-annually. The payment schedule will be 20 percent (\$1,000) upon award of the MOS, 30 percent (\$1,500) on the third anniversary of enlistment,

New battalion commanders selected

■ The following lieutenant colonels have been selected for assignments as USAREC battalion commanders:

Allard, James C. (AR)	Brunswick
Biggs, John D. (FA)	Miami
Courington, William D. (IN)	Columbia
Dodd, Leonard E. (SF)	Syracuse
Elizondo, Frank D. (FA)	Houston
Eubanks, Kenneth L. (AG)	Raleigh
Goldsmith, Bonnie M. (AG)	Atlanta
Harrison, Willie A. Jr. (FA)	Baltimore
Huffman, Rex L. (FA)	San Antonio
Levy, Marvin W. (MP)	St. Louis
Matthews, Rodger M. (AV)	Columbus
Norquist, Henry J. Jr. (MP)	Pittsburgh
Parker, Frederick G. (AD)	Denver
Preast, David R. (FI)	Montgomery
Siebert, Robert W. III (FA)	Minneapolis
Slotwinski, David L. (FA)	Portland
Traweck, Glenn C. (FA)	Tampa

and 50 percent (\$2,500) on the fifth anniversary of enlistment.

In addition to executing DA Form 5261-R, applicants will sign an enlistment addendum that says they understand the terms of the SRIP.

POC is MSG Swanson, HQ USAREC Reserve Affairs, 1-800-223-3735, ext. 4-0494.

FY 94 Direct Mail

■ The following is a list of projected direct mailing to be administered by HQ USAREC A&PA. POC is MSG Rick Maleck, 1-800-223-3735, ext. 4-0524.

March

- RA Grad — to approximately 800,000 males of JRAP Classes of '91 and '92
- USAR Registered Nurse — to approximately 281,000
- USAR LPN Hip Pocket — to approximately 70,000 students and working LPNs

April

- RA HSSR Follow-up/New Names — to approximately 1.35 million males of JRAP Class of '94
- RA/USAR Student Nurse Hip Pocket — a follow-up to approx. 131,000 non-responders Class of '93 student list
- RA SGO — to first and second year residents (list to be determined)
- USAR SGO — to fourth year medical students and interns (list to be determined)

May

- USAR Junior College students — to approx. 200,000
- USAR Grads — to approx. 800,000 males of JRAP Classes of '91 and '92
- RA/USAR BSN Working Nurses — to approx. 407,000
- BSN Nurse Anesthetist Hip Pocket — to approx. 204,000

June

- RA High School Juniors — to 1.235 million males JRAP Class of '95
- RA Grads — to approx. 800,000 males JRAP list Classes of '91 and '92

March is Women's History Month

- USAR Practicing Physicians (list to be determined)

July

No direct mail planned

August

- RA High School Seniors — to approx. 1.37 million males JRAP list Class of '95

September

- RA New Grads — to approx. 1 million males JRAP Class of '94 less RA and USAR Senior responders
- RA/USAR Student Nurses — to list of approx. 138,000
- RA Student Lawyers — to list of approx. 26,000
- RA Catholic Chaplain Influencers — to list of approx. 2,000
- RA Catholic Chaplains — to list of approx. 48,000 priests
- RA SGO Dentists — (list to be determined)

Note: There may be additional USAR Hip Pocket messages based on need and availability of funds. There are no additional RA Hip Pocket funds at this time. The Direct Mail plan is subject to change, and updates will be provided.

Correction to News Briefs

■ Reference News Briefs in the February issue of the *RJ*, the POC for funded DEP functions and questions concerning USAREC Reg 601-95, Delayed Entry Program and Delayed Training Program, is SFC Conley, 1-800-223-3735, ext. 4-8059.

Reimbursement

■ **Problem:** Can the government reimburse conference registration costs to nurse recruiters or education specialists who must attend?

Nurse recruiters and education specialists are both encouraged to attend conventions or conferences of groups that may further their professional development or enable them to accomplish their mission more effectively. For nurse recruiters this group is the Health Profession Recruiting Association. For education specialists, there are a number of such groups such as the American Vocational Association, the American Counseling Association, and others.

The relevant statutes and regulations allow government personnel to be reimbursed for convention registration fees when attendance is a part of an authorized training program or it is related to agency functions or management. The reimbursement of the above costs is appropriate, even within the local area, if the command determines there is a direct and substantial benefit from attendance and government funding is available.

Per diem would only be authorized if the individual was in TDY status. For individuals not in a TDY status, reimbursement for meals would only be authorized if the individual was in the local travel area away from their permanent duty station. If the individual is within the confines of the permanent duty station, only reimbursement of registration costs is authorized.

Answer: There is no legal objection to the reimbursement of conference registration costs if the command determines that there is direct and substantial benefit from attendance and government funds are available.

DEP Management:

The Re-Sale

This is the third article in a series of five and will break down the steps of the DEP orientation, including suggestions on “re-selling” the sale to the new soldier.

USAREC Regulations 350-6, 350-7, and 601-95 all provide guidance to the recruiter and station commander pursuant to the Delayed Entry Program. In each of these regulations the first step is the administration of the DEP orientation briefing. This should demonstrate to you exactly how important the re-sale of the new soldier really is. If you are not familiar with the procedures in these regulations, refer back to them as soon as possible.

One item that is almost always found to be deficient by inspection teams is DEP management. Lack of an orientation and little or no follow-up during DEP are examples of identified shortcomings. It is impossible to maintain a DEP if you are not even sure what your regulatory requirements are. Become familiar with these policies. They are not simply requirements, they are there to help you.

A review of the steps in the DEP orientation reveals four separate actions which you, as a recruiter, must accomplish. They are as follows:

1. Conduct the orientation.
2. Show the DEP the JOIN video segments.
3. Present a summary of what the new soldier may expect during BT, AIT, and initial assignment to a unit.
4. Explain to the new soldiers their role and responsibilities while they are a member of the DEP/DTP.

Put simply, the orientation should resolve unanswered questions (unstated objections), reinforce the sale and obtain referrals. In addition,

you should complete the 200 card with all pertinent data, including DEP-in/out information.

The first step is to conduct the orientation. The orientation will be scheduled “not earlier than 3 working days and not later than 10 days following enlistment.” The reason for not conducting the orientation within the first three days is because new soldiers need time to reflect on their decision. Later than 10 days may cause the new soldier to feel forgotten, which may intensify any bad feelings that outside influences could cause. They will have questions concerning their enlistment options that they

may not have asked the guidance counselor simply due to a lack of time or not feeling as comfortable with the counselor as they are with you. You must be prepared to answer these questions during the orientation.

Buyer's remorse can and normally will be experienced by the new soldier. Any question, as trivial as it

may seem, may be the first indication of buyer's remorse. They may be small issues such as starting pay or the explanation of the Army's leave policy. However, the questions may be much more difficult. Questions range from how to get a different job (MOS), to what happens if they change their mind about the enlistment. Two rules of thumb to follow in this situation are: restate the question and reinforce the dominant buying motive (DBM). Restating the question allows you to consider a response for the question, as well as allowing the DEP to hear the question read back. Handling these questions is no different than handling objections during the close. Your actions and techniques

DEP orientation involves four separate actions that you, as a recruiter, must accomplish

are basically the same with one exception. Under no circumstances must you allow a DEP member to become so engrossed on one aspect of the enlistment that the other benefits are forgotten. This is where you must reinforce the DBM.

During the sales cycle your applicant has told you many things about himself. Hopefully, you documented the key points on the 200 card. This is where you must bring those points back to "re-sell" the DEP member. Rather than using your thoughts about the enlistment, read back to him all the reasons that *he* felt it was a good decision. Your DEP member will find it next to impossible to dispute his own feelings and ideas. Remind him that this is what they

Give your soldiers all pertinent information first, then answer any questions that they may have

said they wanted (DMB) and what the Army gave them (DEP-in options) and how they, with the Army's help, will now be able to reach the goals they have set for themselves.

The second step of the orientation is to conduct a JOIN video presentation. At a minimum the new soldier should see the DEP, GI Bill, and basic training segments. Based on the new soldier's particular enlistment options, be prepared to show segments that apply to them (e.g., ACF, Airborne, LRP). This video link to their future should be presented in an upbeat, motivational manner. New soldiers want to feel comfortable with their decision to enlist. Your role is to help them visualize their near-term future, demonstrating to them that they "fit in" to the video segment they are viewing. "Painting a picture," just as in the sales interview, will go a long way to solidifying the new soldiers commitment to the Army.

Next, you must provide an explanation of what the new soldier may expect upon entry into the Army. You may again use the JOIN to explain some questions; however, your verbal explanation lends credit to the personal touch.

By this time the new soldier should trust you. Everyone fears the unknown, but you can provide new soldiers with enough information to overcome the fear they may have. The more information that you provide, answering questions fully, the more it reduces the new soldiers' apprehension. Give the soldiers all pertinent information first, then answer any questions that they may have. In this way you will preclude dragging out the orientation by giving out unwanted information that the soldiers may not be particularly interested in.

The final step of the orientation is an explanation to the new soldiers of their role and responsibility as a member of the DEP/DTP. This portion includes issuing the new soldiers USAREC Form 512 (Referral Worksheet), assigning contact requirements (see USAREC Regs 350-6, 350-7, and 601-95), explaining DEP functions, and maintenance of their mental and moral qualifications. You should be very direct in this portion of the orientation. It is very important that your soldier gets the message. You must be firm, especially about their requirement to stay in contact with you. Present it in such a way as to make them look forward to talking with you. Failure to ensure that your new soldiers understand *their role* as a member of the DEP will lead to problems.

The DEP orientation is no more than a re-sale, which includes additional information, given to the new soldier. You must accomplish this orientation on each new soldier. Not only does it serve to solidify the commitment, but also gives the new soldier a good feeling about their enlistment. If you truly care about the welfare of the new soldiers you recruit (and you should), the orientation phase gives you the avenue to express it. Your attitude toward and direction of the new soldiers will be appreciated by them. This type of moral commitment to your DEP will pay off with fewer DEP losses and a better quality of life for everyone concerned.

Good luck and good recruiting!

SFC Harold L. Francis, HQ USAREC Training

A NOTE FROM THE AUTHOR: Many thanks to those personnel in the field who have called with suggestions concerning this series on DEP Management. Your input is greatly appreciated. Special thanks to Mr. John Junkins, Education Coordinator, Montgomery Recruiting Battalion, for his valuable input concerning CONAP and the Army Continuing Educational System (ACES) as applied to the DEP. These as well as other suggestions will be seen in the Apr 94 issue of RJ. Thank you!

Advertising \$\$\$\$

by MAJ Mike Burbach, HQ
USAREC A&PA

Good news for the field. Recruiting Command's getting more money than expected in FY 94 to advertise. More ad dollars means that more prospects hear, see and read our message. And that's good for recruiters.

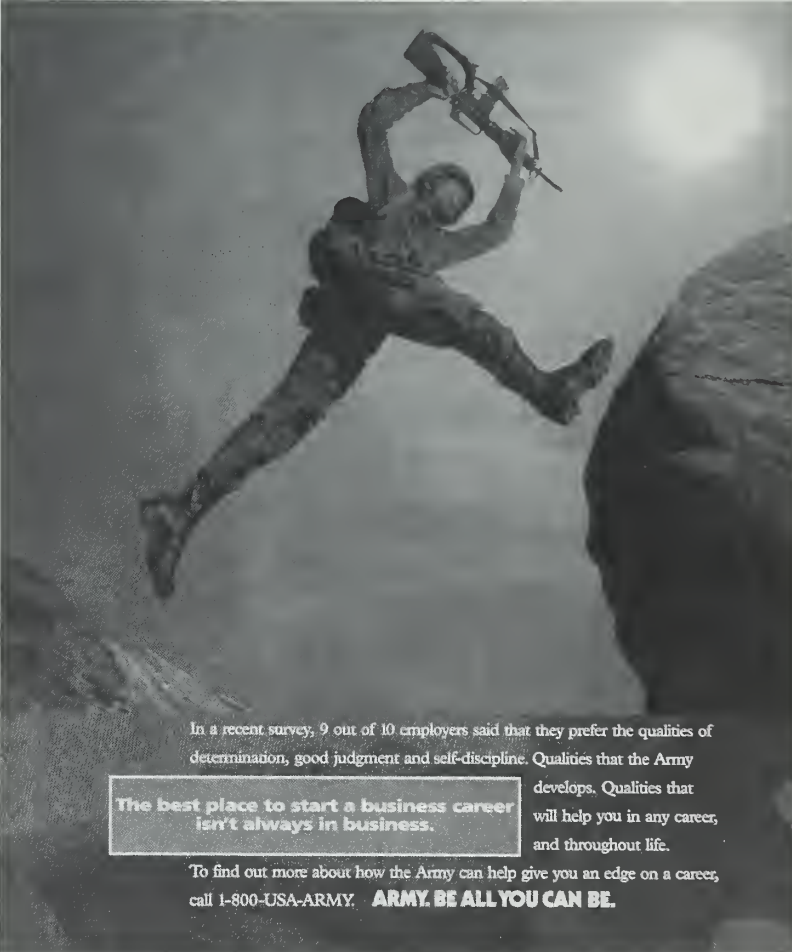
A series of Ad-Vantage articles this year will explain how national and local advertising works for our sales force, and how recruiters should best use recruiting publicity items (RPIs), personal presentation items (PPIs), and other available recruiting tools such as direct mail leads.

First, why does the Army spend millions on advertising each year? The answer is twofold: Advertising works, and it's vital to successful recruiting.

Research tells us the Army is well-respected by the public, but few qualified young people give the military serious consideration as a job option. Advertising helps change that attitude. It also serves to open up direct communication between prospects and recruiters.

Youth Attitude Tracking Surveys indicate "Be All You Can Be" is the most recognized slogan of all the military services. That's an edge only advertising can maintain.

This year's hike in advertising dollars is sorely needed, especially after four years of steep decline. National advertising — TV, radio and magazines — is expensive, and to be effective, must be repetitive. Advertising's ability to reach prospects is envi-



In a recent survey, 9 out of 10 employers said that they prefer the qualities of determination, good judgment and self-discipline. Qualities that the Army develops. Qualities that will help you in any career, and throughout life.

The best place to start a business career isn't always in business.

To find out more about how the Army can help give you an edge on a career, call 1-800-USA-ARMY. **ARMY. BE ALL YOU CAN BE.**

able (no parent at the front door has ever stopped an Army TV spot).

Our advertising strategy for active Army is to reach 50 percent of prospects five times a month through any combination of media (TV, direct mail, radio, etc.). With the recent budget increase, we should make that goal January through May, with a reduced presence over the summer. Television is the primary medium for active Army.

For the Army Reserve, we try to reach 50 percent of prospects four times a month with USAR-specific advertising. A slightly

smaller goal is allowed because the Army Reserve piggybacks on advertising for the active Army. Radio is the primary medium for Reserve advertising, which has only one-fourth the budget of active.

New Recruit Surveys indicate enlistees have a high awareness of Army advertising. About half say advertising was influential in their decision to see a recruiter. That's reassuring evidence our money's well spent.

Of course, it will always be the savvy recruiter who closes the sale.

An old program with a new twist

— *HRAP change widens participation*

by Peggy Flanigan, HQ USAREC Public Affairs

The Hometown Recruiter Assistance Program is changing. The program, previously restricted to distinguished soldiers such as Soldier of the Month, Quarter, Year volunteers, is now expanded to permit participation by soldiers upon completion of Advanced Individual Training (AIT).

The change to USAREC Regulation 601-103, according to MAJ William Kelo, chief of Plans and Policy Division, Recruiting Operations Directorate, directs that AIT soldiers must choose ordinary leave or administrative leave to participate in the program. HRAP participation will consist of the same amount of days of leave that the soldier has accumulated while in training, not to exceed 16 days, including travel time. Most importantly, soldiers must participate in the program in a permissive temporary duty status at no cost to the government.

The management of HRAP is centrally administered at HQ USAREC. SSG Angelo Owens, who oversees the program, enthusiastically says that HRAP has a lot of merit, but he cautions that "the recruiter aide cannot be used as a 'go-fer'. He or she should not be used for running errands or doing menial jobs that the recruiter might want to unload on someone else. The recruiter aide's time is valuable — like any recruiter's. Put the soldier into the high schools or wherever the prospects are. After all, the aide probably grew up in the town and may know it better than the recruiter."

Another point Owens stresses is that recruiters must guide HRAP participants by helping with their itineraries and suggesting ways they can be more effective. Recruiters' imagination can go a long way. One recruiting station used the Hometown News Release Program to insert an aide's photo in the local newspaper. It was a clever way to let the soldier's friends and classmates know

that he was back in town on military duty.

During the Thanksgiving holiday, PVT Shelly Barton worked in the Springfield, Ore., Recruiting Station through HRAP. Barton, home on leave following completion of her advanced training as a medical specialist, was awaiting a port call date to Germany for her permanent assignment.

"I like the Army and I don't mind talking to other people about it. The Army recruiters were a great help to me during my enlistment and processing and I'm glad I can help them out in return," said Barton.

Owens wonders what soldier would not like to go back home following AIT, standing tall, physically fit, and looking sharp in uniform. But, to participate in the program, he says, the soldier must first know about it. That, he says, is one of the determining factors for the success of HRAP.

SPC Katrina Lonon returned to Savannah, Ga., for two weeks last summer. "I enjoyed talking to my friends about the Army," she said, "but mostly I realized how tough a recruiter's job can be. After being in his shoes for two weeks, I really appreciated what my recruiter did for me when I enlisted." She would have taken advantage of the program earlier, she said, but she learned about HRAP only after she was assigned as a software analyst at HQ USAREC.

"HRAP is a good solid recruiting tool," Owens says, "but if it is to work well, recruiters have to talk about it to applicants while they're still in the Delayed Entry Program. We're trying to enhance publicity by putting out flyers to soldiers who are leaving for basic training and distributing posters Army-wide, but it's very important that recruiters remind recruits about participation in the program."

According to Owens, "The success of the HRAP depends greatly on the individual recruiter. I've heard a few recruiters say they have 'bad luck' with recruiter aides, while many others say aides

have made a real difference. Sergeant Prepare Himselfwell will tell me that his aide, Private I.M. Efficient, has brought in 50 good prospects in the last two hours and is invaluable to recruiting efforts.

"On the other hand, according to Sergeant Takewhatever Comes, recruiter aide Private Enlist Nobody has brought in no one, and in fact, has trouble even finding the recruiting station."

What's the difference between these two recruiter aides? Is one recruiter simply lucky to have a good recruiter aide? Probably not. Recruiters who use recruiter aides don't think that luck plays a very large role at all in designating the type of recruiter aide they are assigned. In fact, they take full responsibility for their luck, says Owens.

BG Rip Roper, USAREC deputy commanding general, believes that the proper use of good recruiter aides can be a major ingredient of recruiting success. "Last year we had almost 400 participants, each of whom worked for us 48 hours. That's a total of over 19,000 manhours of recruiting. We have fine-tuned HRAP to correct past problems. Now we have to give the program a chance. We need these contacts to get contracts and accessions into the Army," says BG Roper.

Since its inception, the Hometown Recruiter Assistance Program has changed several times to increase its effectiveness. Under the original program, recruiter aides were handpicked by their recruiters or commanders based on their potential to contribute to recruiting. They were deployed for 30 days and could be extended for an additional 30 if their performance warranted. The Recruiting Command paid TDY costs. The program was expensive and resulted in few contracts, and USAREC temporarily discontinued sending soldiers back home to assist recruiters.

The Command continued to believe the concept was a good one, however, and the Secretary of the Army approved a revised program in April 1989. The program, renamed the Hometown Recruiter Assistance Program, was offered to veterans from the military conflict in Panama during early 1990.

The results were encouraging, and the same opportunity was offered to soldiers returning from Operation Desert Shield and Desert Storm and military operations in Somalia.

Questions concerning the new change to the Hometown Recruiter Assistance Program can be directed to SSG Owens, (502) 624-0814.

HRAP Quiz

1. Which of the following categories of soldiers can participate in HRAP if otherwise qualified?
 - a. Graduating AIT soldiers
 - b. Permanent party soldiers
 - c. All of the above
2. Soldiers participating in HRAP are:
 - a. Selected by the local recruiter.
 - b. Volunteers approved by the first lieutenant colonel in their chain of command.
3. How many days can a permanent party soldier participate in the Hometown Recruiter Assistance Program?
 - a. 30 days
 - b. 45 days
 - c. 16 days
4. How many days can an AIT soldier participate in HRAP?
 - a. 16 days
 - b. 12 days
 - c. Based on leave accumulated by soldier while in training
5. Can an AIT soldier take leave either preceeding or following the Hometown Recruiter Assistance Program duty?
 - a. No
 - b. Yes
6. Can an AIT soldier's reporting date be changed to accommodate Hometown Recruiter Assistance Program duty?
 - a. Yes
 - b. No
7. Who is responsible for the preparation of the DA Form 4187?
 - a. Recruiting station commander
 - b. The volunteer's unit personnel section
8. How many hours can a Hometown Recruiter Assistance Program aide work per week?
 - a. 40 hours
 - b. 24 hours
 - c. 30 hours
9. Must an HRAP applicant be a HSDG?
 - a. Yes
 - b. No
10. Is there any cost to the Army for the HRAP?
 - a. Yes
 - b. No
11. Who is the approving authority for HRAP?
 - a. Department of the Army
 - b. HQ USAREC
12. When can a recruiter aide terminate from HRAP?
 - a. After 24 hours
 - b. At any time during the program

(See answers on the inside back cover.)

AmeriCorps

IS COMING

by Bill Kunish, HQ USAREC A&PA Education

AmeriCorps, the official name for the Corporation for National and Community Service, came into being when President Clinton signed the National and Community Trust Act in October 1993.

Will the growth of this program have any significant impact upon Army recruiting? How much impact is still too early to tell, but the national service program is one more factor that recruiters should be aware of. Once AmeriCorps awards the service grants that will begin this June, the Army Recruiting Command will measure their impact on recruiters in those areas.

AmeriCorps will focus national service efforts on the most critical issues facing communities across the country, such as education, human, public safety, and environmental needs. The program will provide meaningful opportunities for Americans of all ages and backgrounds, but especially young adults just out of high school, to serve their country. AmeriCorps will organize efforts to foster citizen responsibility, build community, and provide educational opportunity for those who make a substantial commitment to service.

AmeriCorps will provide \$4,725 a year in education benefits for up to two years of full-time community service. Individuals must work at least 1,700 hours per year. A part-time participant must work 900 hours per year. A two-year volunteer could earn a total \$9,450 for past or present education expenses. This would compete with the Army's Reserve GI Bill of \$6,840 and the Reserve's Loan Repayment Program of \$10,000.

The national service education benefit can be used either toward financing a college education, paying off student loans, or acquiring job training. This money may be used before, during, or after college. The funds are to be deposited into a national service trust on behalf of the participants and eventually paid directly to the institutions or to lenders. A participant must use the award within seven years of service completion.

National service participants must be at least 17 years old and have received a high school di-

Summer of Service Statistics

Top reasons for joining

Improving lives of children	75%
Helping other people	62%
Exploring future job/education interests	55%
Developing leadership skills	48%
Learning about people with different backgrounds	47%

ploma or its equivalent. They must not drop out of school to join the program. Participants in the program will be paid an annual stipend of \$7,400. Child care and health insurance will be available to participants.

The national service program is being implemented this year. First, developers of programs must request funding. The programs can be run by not-for-profit organizations, institutions of higher learning, local governments, schools, police districts, states, Indian tribes, or federal agencies. Once applications are returned, AmeriCorps will award grants to the programs selected. Although in its first year of operation, AmeriCorps is funded for up to 20,000 individuals to participate, there will be many areas of the country where no national service program exists. As funding increases over the next three years, it is expected that 100,000 will be able to participate in AmeriCorps.

The writers of this bill were not blind to the effects this program might have on military recruiting. The original amount requested for education benefits would have equaled or exceeded the amount for a two-year enlistment in the Montgomery GI Bill. Also this bill requires the Secretary of Defense to conduct an annual study of the effects of this program on military recruitment, report the findings, and make recommendations to Congress.

Immediate impact on active duty recruiting is not expected this first year, but as the program grows recruiters may feel the effect as more individuals are able to participate in the national service program.

Let's do lunch, shall we?

by COL Don Tarter, 2d Recruiting Brigade
Deputy Commander

During my time in recruiting as a MEPS commander, battalion commander, and now as deputy brigade commander, I have had the privilege of speaking to a variety of audiences at COI and DEP events. I truly enjoy this part of my job. I get to meet a broad spectrum of influencers and spread the word about something I strongly believe in, that is, the benefits of Army enlistment.

Experience is a tough teacher. I have learned a lot over the years about what makes a successful COI or DEP event, and what can create a bad one in spite of good speakers. I'd like to share some of my hard-learned lessons with you.

First of all — plan, plan, plan. Nothing is worse than an event that seems to have been thought up 20 minutes before it happens. Someone must be designated as the point of contact, NCOIC, or *boss* for the event, and that must be someone who cares. While the recruiter, station commander, or company commander doesn't always have to be the POC, it probably will be one of these three.

And it normally shouldn't be someone from the battalion, as the battalion staff is just too far away to handle the on-the-ground part of an event. Staff members are there to help and they will, but they shouldn't take over. Being "the boss" of an event is not that hard, if you know what must be done and who to talk to. But don't dump the job on that new TT&E recruiter — he or she has enough to worry about!



COL Tarter presents the Army message to a variety of audiences. (Photos courtesy of 2d Bde A&PA)

Let's set up an example. You are preparing for your very first COI event at a local high school, which will be held in the evening. We will provide light refreshments. We plan to have a military guest speaker who knows the recruiting message.

Battalion support

Question number one: Who at your battalion is in charge of COI support? A&PA? The education specialist? Someone else? Call and ask. That person can tell you the most about the way it's done where you are — funds, forms, et cetera. Don't take the word of anyone else. After all, if anything goes wrong — a bad event, unhappy school officials, even a bill for the cost of the event — you will be the one in trouble. The answer? Talk to the right person from the start and the problems shouldn't happen.

At the school

Next, talk to the school about setting up a date, maybe a teacher training luncheon or breakfast. Don't even consider a date that's too soon. Give yourself (and the battalion support folks) enough time to do what needs to get done. Talk about the room where the event will take place. Can the school provide the needed audio visual equipment, how does the stuff work, and do you know how to work it? If you have to provide the equipment, check the power source in the room.

What will be the background behind the speaker

and will it distract from the presentation? What seating arrangements are best? Which school officials would like to be recognized or speak as well? What else is going on at the school? Your common sense will lead to other questions that fit your particular situation.

Food

Ask the school for a recommendation, or ask your battalion contact who has been successfully used in the past. You can do the legwork, but you cannot make the deal yourself. The battalion must obtain a contract through proper procurement channels. If you “do it yourself,” you could wind up paying the bill out of your own pocket. Be sure that any vendor you talk to is aware that you are only making inquiries at this point and that the official contract will come later. Make sure the vendor includes all costs in the estimate. Avoid guaranteed attendance numbers with a vendor; we don’t need to pay for uneaten meals. Ensure the vendor understands that payment will be by government check and not immediate. Your battalion contact can tell you how long it usually takes in your area.

When picking out food items, don’t feel you have to feed your guests like royalty. They will be just as appreciative of good barbecued chicken as they will be of two-inch steaks. Not to mention that two-inch steaks might make a lot of them wonder about how we spend their tax dollars! By the same token, don’t try to feed everyone in the school. Make sure the school understands who you are inviting — real COIs, not the custodian or the teacher aides.

One more note: Even if you are having the event catered, make sure that your vendor is going to be in the right place before the right time. That is, ensure that the food will be in place before the COIs start looking for it. Consider that your speaker

might not appreciate food trays plopped down in the serving lines while he or she is talking about Army opportunities.



Carefully address the issue of food; you don’t need to feed your guests like royalty, but give them a meal they’ll appreciate.

Double check

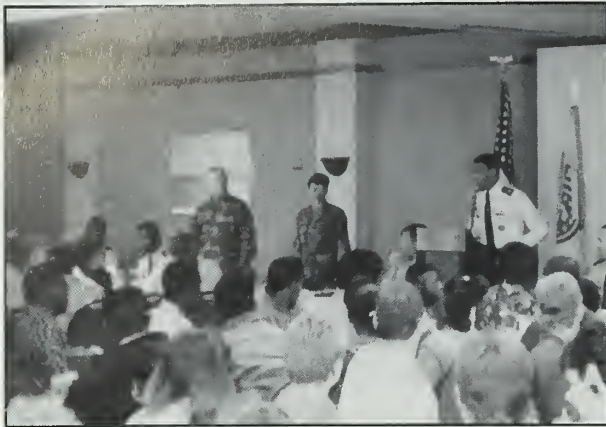
As the day draws closer, go into “double-check mode.” If you assume anything is going right, it won’t. Be sure your school contact is still in the loop. Be sure the contract has been awarded to the vendor. If it hasn’t, ask when it will be. Does the audio-visual equipment still work? Look for trouble areas before they become trouble spots. Who will escort your guest speaker? Not you, I hope. Designate someone else, because you have other places to be before your event starts.

You might also want to have a designated “greeter” and a registration table if the expected group is large enough. If it’s a multi-school group, consider using name tags.

About the VIP

Don’t forget to tell your speaker specifically what you need. It may not be all that obvious. The speaker needs to be informed, early on, who the audience is, why you’re having the event, what problems you expect to solve, and the particular subject to present. Don’t let your speaker experience any unpleasant “little surprises.”

Remember that you are the one in charge. Tell the speaker where to be and at what time, and make sure that your designated escort has the same schedule. Get them to the event site at least a half-hour early. This lets your speaker meet and



Work the room.

greet the school officials and become more comfortable with the surroundings. It also gives you time to be doubly sure that the speaker's requested support equipment (VCR and TV, slide projector, overhead projector, flip charts, whatever) is in place.

Note: Be sure to check that video tapes have been rewound. I always forget to do that, and I really appreciate the recruiter who checks and keeps me from embarrassing myself.

You, the host

You need to be in place even earlier than your speaker. Check out power sources, lights, background, seating arrangements, food set-up, light switch locations, windows and curtains, and changes the school might have made. Place RPIs properly, put up a tasteful number of Army posters (if allowed), set the black and gold ARMY table cover at the speaker's location, test the sound system, and run the video you brought from the station to be sure the tape machine still works.

Everything has worked out to this point. Your next job, assuming that you are the recruiter of record for this school, is to be fresh, pressed, and STRAC because you are the host — not the school principal, not the company commander, not the speaker, you! That's because it is you who needs the credit for the barbecue, the good company, and the important message that was received about opportunities for the school's students in the Army. Therefore, you are the master of ceremonies.

Get up, thank the school officials for allowing the event, thank the people for coming, thank every Army person in the room ending with the guest speaker (whom you are very proud to have there), turn the podium over to the speaker, then sit down and relax. You'll be back up when the speaker finishes to again express thanks to everyone in the room and generally take credit for everything that went right.

You're not quite through yet. You've got to remember to "work the crowd" after the formal presentation. Introduce the speaker around the room. Keep the military folks from clustering up by themselves — get them spread around, talking good Army stuff. Get those "satisfied customer" DEP members into the action. (*Did you remember to bring a few along?*) This is your show; make sure you get the most out of it for your mission.

It's over

Now that the event is over you can relax. Well, not quite. It's time to close the loop.

Your battalion contact will need the after-action report (the back side of USAREC Form 545 and Form 544). They'll need the final bill from any vendors. And while the vendor understands that the government takes a while to pay, he's not going to wait forever and he's got your telephone number. Make sure the needed paperwork is forwarded quickly. The next day sounds good.

Check out the list of attendees for new COI or prospect names. These and other odds and ends need to be done with the same priority you placed on setting up the event in the first place. Those new contacts will be cold soon if they don't hear from you in a reasonably short time.

Your support folks at the battalion are really going to appreciate you if you help them make their missions, and that help is probably going to be remembered when your next event request comes up.

The bottom line

Plan, take charge, double-check, follow through, and follow up. Not quite the same as "Take that hill!" but similar in execution. A COI or DEP event can and should do a lot towards spreading the Army story and helping you make your goals. And it's really not that hard to do them right.

Good recruiting!

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

I believe there should be more training equipment available for detail recruiters in their MOS. You come to recruiting top of your peers, do well in recruiting, and go back to your MOS three years behind your peers. Just reading books is not enough to stay on top of your peers.

For example, tankers lose a lot of hand and eye coordination for gunnery tech - land navigation. And there are so many changes in tactics, MOSs, vehicles, etc., that you can't keep up out here and the books are not available. I know a two-week reference course is at Fort Knox, Ky., but that is not enough for three years. I believe each year you should be able to go to some type of MOS hands-on training if you do not plan to become a OOR.

The Chief of Staff responds:

Thank you for your suggestion concerning MOS training of the recruiting force. The command is aware of and supports the need to assist soldiers with their MOS proficiency skills. To fully facilitate this, given the MOS diversity within the command, would require an inordinate amount of technical support from other branches as well as tasking of additional personnel in a direct support role. Given the current budget and manpower constraints associated with America's Army, this is not a feasible alternative.

The only viable alternative is for each service member to request and review MOS materials available to them. This, in conjunction with correspondence courses, will assist in your preparation for the

Skill Development Test and hopefully ensure proficiency within a specific MOS.

If you have additional comments or concerns, please contact Training and Plans Directorate, MSG Kuklinski at DSN 464-8992 or toll free 1-800-223-3735, ext. 4-8992. Again, thank you for your input and your support of "The Way I See It" program.

SFC Gary W. DeLong writes:

My suggestion is that USAREC establish a program similar to the Army's COHORT Program. This program would be very beneficial USAREC-wide. Within a company and battalion, there would be a minimal staff of cadre personnel to assist in training.

One of the good points is everyone from the recruiter to the commander would learn and develop together as a team! Also, bad habits of some "old timers" would be eliminated. It may take some definite research, but I feel very beneficial. Initially USAREC could experiment with a particular company on a trial basis.

The Chief of Staff responds:

Thank you for your suggestion concerning realignment of the command under the COHORT system. The idea of developing a "team concept" has long been a goal of this command. However, we need to consider what impact the COHORT system would have.

The system itself would hamper career advancement of personnel assigned to it. In a line unit, each soldier follows a series of steps up the career ladder. Due to a lack of vacancies within our structure, re-

cruiters/station commanders would have limited opportunity for advancement to higher positions. This lack of upward mobility could cause the field force to stagnate.

Rotation under the COHORT system requires entire units to move at one time to a new location. This could be devastating to a given market. Recruiters would lose the efforts of their work and be asked to start over again in a new market. Although this may prove effective in some areas, the command overall would suffer.

Finally, the logistical and economic requirements to support this system are not feasible. We are all aware of the major budget cuts USAREC as well as other MACOMs have experienced.

The command welcomes suggestions, such as yours, to improve our system. Again, thank you for your input and your support of "The Way I See It" program.

SFC Ken LeBlanc writes:

In reference to capturing the young men and women's attention these days, the hottest thing on the market is rock music videos and Beavis and Butt-Head. Young men and women watch MTV videos every day. They see Beavis and Butt-Head burning down houses, lying in streets, etc., and they tend to do it. (Subliminal messages).

My suggestion is to have USAREC hookup with MTV and present a half-hour music video each day on the Army and Army Reserve. There are a lot of motivating action shots that could be shown, such as rappelling, airborne, tankers, infantry, military police, engineers, etc. Also, at the

end of each program, we could explain some of the options and benefits. I feel that by doing this type of advertisement, it will reach a large number of the nation's young men and women and hopefully get a message across to them that "the Army is still hiring" and is not just totally in the downsizing mode.

The Chief of Staff responds:

I appreciate the time you took to use "The Way I See It" in the December issue of *Recruiter Journal*. You addressed several issues. First, the use of infomercials; second, the appeal of MTV to our prospects; and third, that prospects are unaware of the benefits and have the attitude that we are not hiring.

Infomercials are a relatively new advertising vehicle which are most effective for impulse-type decisions (i.e., purchases). As a recruiter you know that the decision to join the Army is not an impulse decision for most people. The 30-minute Ross Perot show cost \$500,000 for air time alone. The cost of producing, promoting and airing this type of program for recruiting would be in the millions. Retail sales infomercials recoup these expenses with mark-ups running as high as 300 percent on the products they sell.

Our advertising strategy is to keep the Army message on TV throughout the school year. This strategy offers several benefits. It allows us to purchase advertising on youth shows which reach a large number of our prospects and keeps the Army message "top of mind" throughout the critical decision-making periods. It also allows us to purchase as many as 25 spots per week on MTV, although not in "Beavis and Butt-Head" which is an inappropriate environment for an Army ad. Additionally, it allows us to purchase radio and print advertising. An infomercial like you

suggested would afford us a one-time shot to have our message heard, as opposed to the frequent message we now project.

The third issue is one that we have looked at very closely. Our most recent focus groups show that, overwhelmingly, respondents are aware of the benefits of service. And with few exceptions, respondents believe that the military is hiring and always will be. To make sure that these attitudes prevail, we continue to focus advertising on the benefits of service. We have also provided the field with "We're Still Hiring" banners.

Thank you for your interest in our advertising strategy. If you have further questions, feel free to contact Louise Eaton at 1-800-223-3735 ext. 4-0798.

SGT William M. Englert writes:

The way I see it, individuals who receive premiums off USAREC Form 200-2, leads cards, should have to pick up the gift from their local Army recruiting station.

Once again, I attempted to make an appointment off one of the leads cards my station commander gave me. After making the telephone call, I found out that "Johnny" had no interest in the Army or Army Reserve, but his father had a great interest in a flashlight. This makes a half dozen of the same situations of dad desiring a flashlight.

I feel if the individual would like to have a gift, and desires it that much, they can sit down with their local Army recruiter. If we are

going to be generous enough to give fit premiums out, let's get something in return rather than waste time and waste money. "Nothing in life is free."

The Chief of Staff responds:

Thank you for your input and concern for the use of premiums. Your idea to use premiums as personal presentation items at the station level has been tested. The results of the test proved unsatisfactory.

A direct mail piece to 20,000 high school seniors was dropped within 6th Brigade in FY 90 and only eight individuals reported to recruiting stations for their premiums. This response falls well short of the expected 400 plus leads that a mailer of this magnitude would normally produce.

The use of premiums as a direct mailing technique is designed to elicit vital personal information on propensed prospects, i.e., name, address, telephone and social security numbers. These items are provided to you in the form of a warm lead, and the use of premiums substantially increases response rates and the number of leads.

Personal presentation items are to be used by recruiters on a face-to-face basis and not just given away without any personal information provided. The use of both premiums and PPIs are mechanisms to support the recruiters as an awareness tool and in obtaining personal information on propensed prospects.

How do you see it? Send your comments on the form on page 15.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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NECESSARY
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IN THE
UNITED STATES

BUSINESS REPLY MAIL

FIRST CLASS MAIL PERMIT NO. 600 FORT SHERIDAN, IL

POSTAGE WILL BE PAID BY U.S. ARMY RECRUITING COMMAND

Commander
U.S. Army Recruiting Command
ATTN RCCS (Chief of Staff)
1307 3rd Avenue
Fort Knox Kentucky 40121 2726



Fold here first

Planning for Life

by **Rebecca Brittain, HQ USAREC Education**

Once again the Montgomery Recruiting Battalion demonstrated the leadership that has earned it back-to-back USAREC National Championships. This time the battalion helped plan, execute, and host the first workshop with Planning for Life as its theme. November 9, 1993, was the red letter day for the new Army initiative, Planning for Life.

The workshop was the brainchild of Laura Ward, president of the Montgomery Counselors Association, and John Junkins, Montgomery Recruiting Battalion education services specialist. Co-sponsors for the workshop were the Montgomery Area Chamber of Commerce and the Montgomery School Counselors Association.

The Planning for Life Awards Program focuses on the need for career planning in our schools. Effective career planning for all students must be a priority in our schools if our nation is to remain competitive and if our citizens are to pursue productive, satisfying, rewarding lives. Successful career planning is the shared responsibility of our schools, employers, communities, government, parents, and young people.

More than 90 people participated in the Montgomery workshop, including superintendents, school board members, guidance counselors, guidance directors, parents, legislators, business and industry leaders from Montgomery and the surrounding counties, and a number of ranking educators from the Alabama State Department of Education.

The group was welcomed by Ward and Bowen Ballard, chairman of the Montgomery Area Chamber of Commerce. Speakers included Dr. Janet Wall from DOD Manpower Data Center in Monterey, California, and LTC Jamiel S. Saliba, commander of the Montgomery Recruiting Battalion.

Ward then briefed the audience on the Planning for Life recognition program and its potential impact on students.

A workshop panel composed of Dr. John Eberhart (superintendent, Montgomery Public Schools), Mary Briers (counselor, Montgomery

Schools), and Anita Sherman (counselor, Elmore County Schools) addressed "Real Needs for a Real Tomorrow — The Role of School Counselors and Business/Industry/Military."

During the dinner portion of the workshop, Judge Charles Price delivered a presentation on "Preparing Children for Life."

The Planning for Life Awards Program is a major coalition building program that will solidify contact with guidance counselors and other educator influencers if it is worked. It presents an excellent opportunity for COI events!

The local recruiting battalion will have a significant role in the planning and execution phases of the Planning for Life Awards Program at the state level and will participate in the State Awards Ceremony. More specific information will be provided shortly.

Planning for Life Awards

A Career Planning Recognition Program

The Army Planning for Life Awards is a national recognition program designed to spotlight exemplary career planning programs for students in grades six through fourteen. Awards will be given annually beginning in summer 1994. Winners will be selected in each participating state. From these, national winners will be chosen.

An important element in the Planning for Life Awards Program is the emphasis on coalition building among schools, families, employers and the community.

Schedule of Activities

Registration Deadline	15 May 94
Winners Announced	Summer 94
State Awards Ceremonies	Summer/Fall 94
National Awards Ceremony	Summer 94

America's Army

— The Post-Cold War's stalwart force

by GEN Gordon R. Sullivan

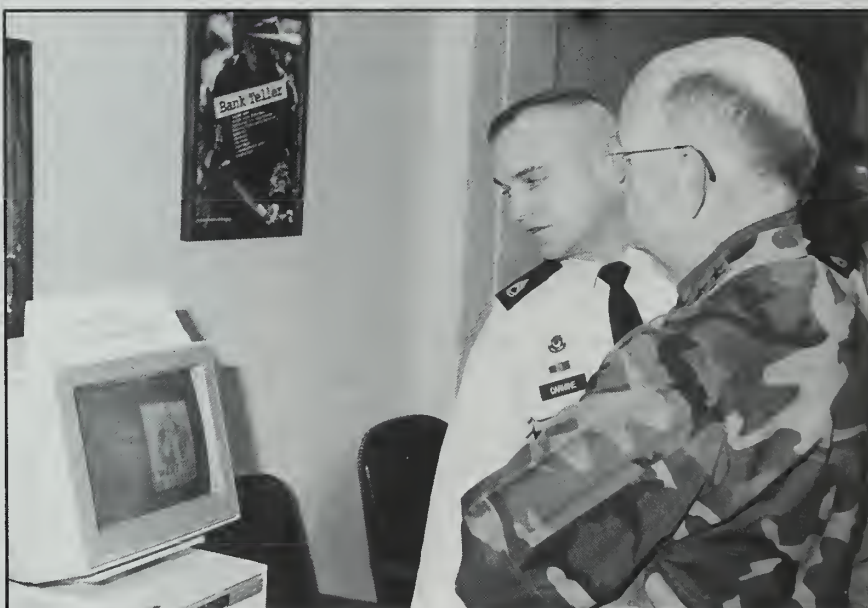
We are America's Army, a powerful team of teams. You know the key components: the Active Army, the Army National Guard, the Army Reserve and Department of the Army civilians. But we are more than that. America's Army also includes families, retirees, veterans and contractors. All combine to form a seamless whole, a mighty engine dedicated to whatever our nation asks. All share the soldier's ideal of selfless service to America. This idea of America's Army replaces the Cold War concept we knew as the "Total Force."

America's Army has a long tradition. It fought its first battles before the United States even formally existed. The honors echo across 218 years: Lexington, Concord, Bunker Hill, Ticonderoga. Patriotic minute-men responded when called. Raw continentals learned the drill that would allow them to stand against red-coated British regulars. Loyal citizens provided supplies, money, intelligence, labor and moral support. Shielded by its embattled Army, America declared its independence and created a democratic government. At Yorktown in October 1781, [British General Charles] Cornwallis surrendered to America's Army, his stunned professionals parading away to the strains of "The World Turned Upside Down."

America's Army did turn the world upside down. From the start our people mandated a mixed force, a true "people's Army" built upon teamwork between regular regiments, militia units and loyal citizens. That team conquered the West, turned back the Kaiser's legions in France, defeated dictators during World War II, defended freedom in Korea and Vietnam, and liberated Grenada, Panama, and Kuwait.

That team now stands sentinel in dangerous places with names like Mogadishu and Skopje, names that Americans had never heard of before now. But, of course, we had never heard of San Juan Hill, Omaha Beach, or the Ia Drang until America's Army consecrated those places with the blood of heroes.

None of that came easily. Success was not pre-ordained, nor is it today. Traditionally, some of the strong-willed, independent Americans who have contributed so much to the common defense also have disagreed about the place of each component in the overall scheme. The active Army, the National Guard, the Reserve, the civilian work force,



GEN Sullivan received a series of briefings when he visited USAREC in December. Here he views a demonstration of the proposed recruiter work station by SFC Greg Carmine. (Photos by Rodney Prickett)

the families, the retirees, the veterans, the contractors from private business — all have occasionally advanced a “go it alone” policy to the detriment of the rest of the members. While that may make sense to a few, history tells us that going into action with only part of the team leads to failure.

We tried to fight in Vietnam with only part of America’s Army. GEN Creighton Abrams and other far-sighted civilian leaders, active Army soldiers, Guardsmen, Reservists, retirees and concerned citizens all cooperated to make certain that the next time the situation demanded it, the entire Army — the people’s Army — would respond.

Together these wise people created the Total Force, the most thorough and successful active reserve integration program to date. The Total Force introduced the roundout (reserves in place of active units) and roundup (reserves added to reinforce active units) forces we know today. It provided strong incentives to train, equip and man our Army Reserve and National Guard units to make them as ready as possible.

The Total Force won the Cold War. It also proved versatile enough to liberate Grenada, Panama and Kuwait, as well as to aid those suffering from hurricanes, floods and wildfires. We strengthened the bonds between the American people and their Army. You see the results daily in the high regard the public has for our Army team.

America’s Army builds on the rock-solid foundation of the Total Force. During the Cold War, the Total Force made a lot of sense. We knew who the enemy would be and where we would most probably fight. And we could calculate pretty well how long the campaign might last.

Accordingly, we envisioned a sequential commitment of our forces: active first, then the Guard, and finally new units built around the Reserves.

Today the Cold War is over. We are working without that familiar script. We do have a plan, and the plan is working. All components are smaller. Interestingly, though, the nation’s require-

ments for us have been increasing. The demands of peace are very great. Even as we downsize America’s Army, our missions have gone up 300 percent over the last two years.

The message is clear! In light of the rising demands of peace, we cannot afford to have any of our talent sitting on the bench. When our nation calls, the people expect a decisive, overwhelming response. They expect victory.

America’s Army will give them victory. In America’s Army, we all go in together; we don’t leave any talent behind. In October 1993, I announced that the Army will raise an all-component battalion task force to carry out the six-month peacekeeping mission in the Sinai. The details have yet to be finalized, but we are looking at a mix of about 20 percent active troops and 80 percent Reservists. That battalion reflects the wave of the future, a contemporary successor to the 1917 “Rainbow” Division that

stretched its recruiting effort across America and brought victory in World War I.

Even as we reshape our force to carry out today’s missions, we must maintain a base for future expansion. We cannot predict the exact size of our Army in 1998, 2003 or 2008, but we can be sure that it will have to expand. America’s Army provides for that, while at the same time prioritizing resources for early deployment.

All of this will take teamwork. Being part of America’s Army means signing up for that teamwork, for a life of hardship, ambiguity and danger. It was the same at Valley Forge, at Camp Kilmer, and at King Khalid Military City.

As the soldier privileged to serve as the Chief of Staff of America’s Army, I recognize your sacrifices, and thank you for them. Together we have the strength to meet and surmount any challenge tomorrow will bring. Together we are moving into the 21st century. We are America’s Army. Count on us.

GEN Gordon Sullivan is chief of staff of the United States Army.



Philadelphia holds job fair

■ The Philadelphia Recruiting Battalion moved out smartly in response to the USAREC commander's call for action on Operation Grad. Barry Hill, the battalion's education coordinator, working with the Philadelphia Chamber of Commerce, set the Philadelphia Battalion's sights on recent college grads and young unemployed workers at a job fair in a center city hotel.

The fair, Operation Native Talent, now in its 28th year, reputedly is the nation's largest and most successful job recruiting fair. According to Patricia Green-Smith, executive director of Operation Native Talent, more than 5,000 college seniors, recent graduates, and military personnel with degrees were interviewed by representatives of 64 regional and national companies during the two-day job fair.

Applicants were lined up in front of the Army booth 10 to 15 persons deep as Philadelphia Battalion recruiters explained oppor-

tunities to potential applicants of warrant officer flight training (WOFT), specialized training for Army Reserve readiness (STARR), and nursing programs, among others.

Education coordinator Hill is enthusiastic about Operation Native Talent. "Working with the Chambers of Commerce on job fairs is a natural part of our community coalition building effort," Hill said. "During my seven years here at the battalion, these partnerships have lead to better prospecting efforts."

Hill also pointed out that the timing of this particular job fair could not have been better.

"Coming right between the Christmas and New Year holidays, which is usually a down time for recruiting, this job fair gives college students an opportunity to interview during the semester break."

Operation Native Talent also featured informational seminars on resume preparation, employment strategies, and career opportunities. Job fair attendees were required to



Barry Hill, (center) Education Coordinator, Philadelphia, counsels potential nurse applicant at job fair. (Photo by Jim Russell)

submit current resumes to potential employers at the time of interview. According to Hill, a number of Army potential applicants were given "on-the-spot appointments for tests and physicals."

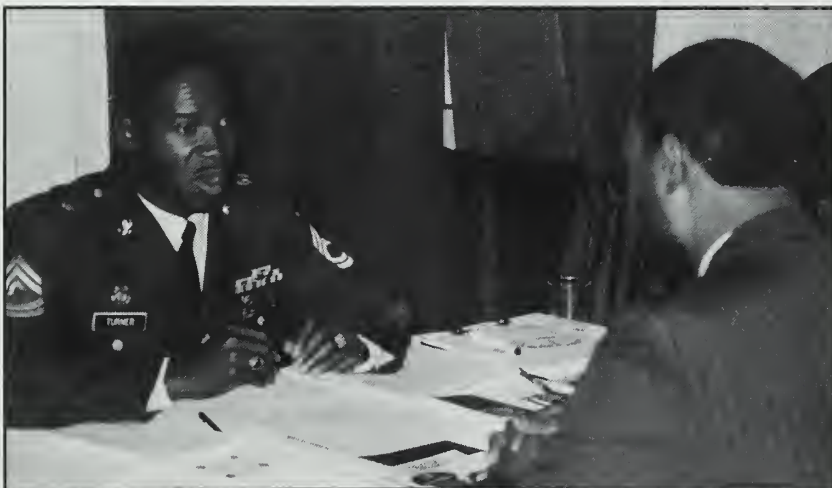
"We would ask, 'How quick can you make a decision?' and 'If we finish your application process next week, would you like to be on the payroll by March?'" Hill said.

Hill continues to receive applicants' resumes in the mail. "If I see a hot prospect," he promised, "I'll work it with the recruiter."

The battalion commander, LTC Jose Ventura, worked the booth too. Ventura said he was pleased with both the quality and the quantity of the traffic that was generated.

"I love it when a great plan works," Ventura said. "Operation Native Talent supports our bottom line . . . and we put 'em in boots."

Jim Russell, Philadelphia Battalion



SFC Michael Turner, West Philadelphia Recruiting Station commander, counsels a potential applicant on the WOFT program. (Photo by Jim Russell)

Atlanta recruiters work the Super Bowl

■ Atlanta Battalion wrote history, as well as contracts, when the battalion formed a team of stage crew volunteers for the pre-game show for Super Bowl XXVIII.

Seizing the opportunity for their "10 minutes of fame," recruiters, volunteers DEP members, and headquarters staff members lent their muscle and talents to demonstrate that the Army can perform with distinction among the best in the football world.

The volunteers soon discovered that showbiz is not all glamor. Preceding the hype and pageantry of Super Bowl Sunday were hours of grueling rehearsals. Rearranging evening appointments and applicant interviews, some recruiters travelled as long as 90 minutes to the Georgia Dome to meet practice schedules.

Oh-dark thirty was report time on dress rehearsal Friday at the Dome with NBC's "Today" show filming already in progress. Recruiters watched from down field as anchors Bryant Gumbel and Katie Couric, with weatherman Willard Scott, broadcast their daily show at the Atlanta on-location site.

From their front-row positions, recruiters were able to observe network television programming in progress. One behind-the-scenes episode caught Gumbel sprinting across the field just in time for an on-camera cue. Only a few yards away, all-time Jets great Joe Namath launched into a live early morning interview.

Stars of the pre-game extravaganza turned out in full regalia during the Super Bowl Friday rehearsal. Recruiters merged with the like of Charlie (The Devil Came Down to Georgia) Daniels, alternative rock group the Georgia Satellites, and teenage music stars Kriss Kross, backed by a legion of musicians and emceed by Gladys Knight.

The payoff for all the long hours of hard work came at last. The recruiters were bused, complete with police escort, through Super Bowl crowds to downtown Atlanta for the biggest football event in the nation. Taking their position in the sidelines build-up before kick-off, they soon found themselves amidst pre-game interviews, security forces, officials and performers, as well as the Bills and Cowboys players and coaches.

The playing field became a "Who's Who" of the football world. Atlanta Falcons and Braves star Deion "Prime-Time" Sanders, quarterbacks Warren Moon of the Houston Oilers, Steve Young of the San Francisco 49ers, and Derek Thomas of the Kansas City Chiefs were often within touching distance of the Army stage crew.

All too soon the call to action

arrived. At the signal, recruiters mobilized their forces, rushing to fit sections of the stage into a well rehearsed puzzle.

Fame is fleeting and with their mission accomplished, the Atlanta soldiers turned back into pumpkins as they were quickly returned to their rendezvous point. There they were treated to a lavish buffet courtesy of the National Football League as they watched the remainder of the game via large screen TV.

Exhilaration temporarily outweighed the exhaustion of the past few days as recruiters experienced the sense of satisfaction from having accomplished a job well done. Never neglecting their primary duties, however, recruiters managed to leave a trail of business cards throughout the event, some of which they expect to translate into contracts.

Having represented Army recruiting in the finest tradition for this high profile Bowl of Bowls game, the success of the battalion's role in this massive undertaking was proof that teamwork is the byword of this great Atlanta Battalion force.

Marilyn Weitzel, Atlanta Battalion
A&PA



SSG Stephen Maynard of the Gainesville Recruiting Station assumes the lead in removing the disassembled stage from the playing field to make way for the National Anthem performers. (Photo by Mark A. Schulz)

Linguist visits Indianapolis Battalion schools

For the week, SGT Hector Garcia, a linguist from Fort Campbell, Ky., toured Muncie, Anderson, Shelbyville and Bloomington-area high schools. During his stay at the Indianapolis Battalion, Garcia exposed high school students to an opportunity in the linguistic area they may not have known existed and Anderson Recruiting Station reaped a bonanza of leads after stacking their classes with juniors and seniors.

The Indianapolis Battalion would have been happy with just the leads, but Garcia wore the 101st Airborne patch and he gave 101 percent. His best efforts opened doors at Shelbyville High School, a school which previously allowed recruiter penetration only twice a year.

After Garcia's performance, Shelbyville High School has now opened its doors to TAIR presenters. And, although Anderson Recruiting Station led the pack with leads, the other recruiting stations profited from the linguist's efforts, for they too garnered prospect names and appointments.

The Spanish linguist with a soft voice challenged the high school students to translate his biography and converse with him in Spanish. He drew them into conversations, softened their reserve and in a few minutes had students laughing as they stumbled through conversational exercises.

"We are moving towards a global economy," Garcia said, "and we as a people, must learn to respect others and their language.



SGT Hector Garcia, a linguist from Fort Campbell, Ky., talks to students in an Indianapolis Battalion area school. (Photo by Dorothy Summers)

For example, if you go to Mexico and attempt to speak their language, people will warm up to you quickly, invite you into their home and share whatever they have."

To round out the hour, Garcia gave the students lessons on Mexico's and Spain's exports and political structure. Unfortunately for some Shelbyville students, their Spanish teacher was so impressed with Garcia that she gave them a test on his presentation.

Dorothy Summers, Indianapolis Battalion A&PA

Chicago mayor says stay in school

Talk about starting with the "Big Guns." LTC Larry C. Shanahan, commander of the Chicago Recruiting Battalion and COL Charles S. Beeson, deputy commander of the 5th Brigade, had a big morning in Chicago when they were formally presented with the City of Chicago's and the Chicago Recruiting Battalion's Stay in School Proclamation.

His Honor, Mayor Richard M. Daley, personally made the presentation during ceremonies in City Council Chambers. Daley is a strong supporter of the Army's Stay in School Campaign.

As a result of this effort, Chicago Recruiting Battalion garnered 63 cities and towns that got on the bandwagon to proclaim Stay in School Month. Many mayors and city and town managers made presentations to the company commander or station commanders in their area.

Sheryll A. Henderson, Chicago Battalion A&PA



Chicago Mayor Richard M. Daley proclaims "Stay In School Month." Representing the Army are (left) COL Charles S. Beeson, deputy commander, 5th Brigade, and LTC Larry C. Shanahan, commander, Chicago Battalion. (Photo by Sheryll A. Henderson)

DUI is risky business

A recruiter was involved in an automobile accident while traveling in his POV. The investigating police officer smelled alcohol on both the recruiter's and the other driver's breath. After the two drivers failed the field sobriety test, they were arrested and transported to the county jail.

Statistics show that there has been an increase in reported DUIs throughout the command. This should be of concern to everyone. There are many risks in driving under the influence of alcohol — risk of an accident, risk of being arrested, and the risk of inconvenience, not to mention the risk jeopardizing innocent people's lives and personal career endeavors.

When alcohol reaches the brain, it affects the way people behave. The effects are present with one drink. When the drinker has trouble talking or walking, it is not because the muscles controlling speech and movement are impaired, but because the control center — the brain — is affected.

The first area of the brain affected controls social inhibitions and other things that we learn. Eventually, alcohol affects all behaviors and body processes.

When a soldier in a POV sights the flashing lights of a law enforcement vehicle in the rear view mirror, it is too late to change his/her mind about DUI. At that moment, he/she loses control of the future of their military career. A General Officer Letter of Reprimand will most likely be issued, a UCMJ action resulting in reduction of rank or forfeiture of pay is possible, and a review of records by the Qualitative Management Program has career ramifications.

If a soldier is found to be DUI in a government vehicle, the punishment is even more

severe. If there is an accident and the soldier is cited as DUI, he/she can also be held liable for the cost of any damages to the vehicle. So, stay in control of your career.

PLEASE don't drink and drive. Call a friend, a taxi, or designate a person who will be responsible to drive. If you are with another person who has been drinking, be a friend and don't let him drive after drinking. You make the call. Is it worth the risk?

John Bogle, HQ USAREC Safety Officer

How the amount of alcohol consumed in one hour affects the average 160-to 180-pound person

- One beer (BAC .01 to .02 percent). Inhibitions are lessened; judgement begins to be affected.
- Two beers (BAC .03 to .04 percent). Reaction time is slower; drinker appears relaxed and friendly.
- Three beers (BAC .05 to .06 percent). Judgement is not sound; reasoning less reliable. Drinker will not be thinking clearly and may do or say things that are rude and unreasonable.
- Four beers (BAC .08 to .09 percent). Hearing, speech, vision, and balance are affected.
- Five beers (BAC .10 to .11 percent). Most behaviors are affected: Body parts seem to not work together; performing any task with hands is difficult; walking without stumbling is difficult.
- If drinking continues until the BAC reaches about .30 percent (11 beers) a coma or deep sleep is not unusual. If BAC reaches .50 percent, a deep coma and death can occur.

Survey Says — 1994 New Recruit Survey (NRS)

The 1994 NRS currently being administered to the applicants at the guidance counselor shops took on a new look from previous years. The new version (for both RA and USAR) is much shorter and focused. One of the new questions added this year pinpoints the "influencers" in the applicant's life. The two questions are:

1. Who was the most supportive of your decision to join the Army?

2. Who was the least supportive of your decision to join the Army?

The top three responses for each category are as follows:

Regular Army — Most Supportive

Mother: 24.5 percent
Father: 23.9 percent
Friend: 15.6 percent

Regular Army — Least Supportive

Friend: 28.3 percent
Boy/Girl Friend: 16.5 percent
Mother: 16.0 percent

Army Reserve — Most Supportive

Mother: 24.6 percent
Father: 23.4 percent
Friend: 19.3 percent

Army Reserve — Least Supportive

Friend: 23.8 percent
Boy/Girl Friend: 19.7 percent
Mother: 17.8 percent

It appears that when selling the Army and Army Reserve the mothers, fathers, and friends must be sold as well as the applicants. However, your service after the sale must include boyfriends and girlfriends while fathers drop out of the top three. When possible, you must make every endeavor to reinforce the outstanding decision your DEP/DTP member made to the people closest to him or her.



National Opinion Update

The Market Research Branch works closely with the Army Personnel Survey Office (APSO) and the Army Research Institute (ARI) to select issues for exploration by Gallup and other research agencies with whom we have a working relationship. The MRB-APSO-ARI/Gallup relationship has and will continue to be quite fruitful.

A series of questions about educational accomplishment and capabilities of recent enlistees in the military services illustrates the general public's perception of the quality of individual enlisting in the various services. A random sample of adults believes that two-thirds (65 percent) of the people who joined the Army in the last year are high school graduates. The sample also believes that approximately half (48 percent) of those who joined the Army in the last year able to score in the upper half of an intelligence test, and that two out of five (41 percent) recent Army enlistees are expected to receive a college diploma while enlisted or after completing their service. In general, the perception of enlistees in the Army was slightly below that for recent enlistees in the Navy or the Air Force.

Overall, the perception of the American general public is that the quality of personnel in all branches of service has been improving over the past three years. For instance, one-third (32 percent) of the respondents said that the personnel in the Army have been improving while 52 percent said that the quality of personnel in the Army is staying the same. Only one in eight (13 percent) said that personnel was getting worse and 2 percent did not have an opinion.

Hot messages

RECUSAR message 94-009, part IV, subject: Education Requirement for Prior Service Enlistment into the USAR. This message changes the education requirements for prior service enlistment in the USAR. For reference see:

- Army Regulation 601-210, Regular Army and Army Reserve Enlistment Program, Chapter 3, Table 3-1 Rule D, Education for USAR Prior Service
- Army Regulation 140-111, U.S. Army Reenlistment Program, dated 28 February 1992.

Effective immediately, in order to be consistent with the retention criteria of AR 140-111, the following interim policy applies to all prior service enlistments into the USAR as pertains to education:

- When reenlisting in the grade of specialist (E4), soldier must be a tier I or II (HSDG or equivalent).
- When enlisting below grade of E4, (PFC and below) soldier must have not less than an eighth grade education.
- When applicants for enlistment with prior service do not meet the above criteria, they will not be enlisted. No waiver is authorized.

RECUSAR message 94-008, subject: Changes to USAREC Regulation 140-3, (MOI dated 7 December 1993). For reference see:

USAREC Regulation 140-3, (MOI dated 7 December 1993) Request For Reserve Unit Assignment of Individual Ready Reserve Members.



RECUSAR message 94-006, dated 26 January 1994, subject: Changes to USAREC Regulation 140-3, (MOI dated 7 December 1993).

The following clarification and guidance is provided to USAREC Regulation 140-3 and is effective immediately.

Any VACPOT or CLL that is dated within the last 6 months will be defined as current when use for processing IRR to TPU transfers. However, any occurrence of a request lockout will void the use of VACPOT or CLL until determination of soldier's status can be determined.

CHSV codes displayed on the CLL continue to be invalid, thus requiring battalions to request status checks via this headquarters until further notice.

When a statement on USAREC Form 1027 is required by the USAREC liaison team for issuance of an alpha control number, the applicant will initial only where required prior to faxing to ARPERCEN. Recruiter and applicant will not sign USAREC Form 1027 at this time. The signature blocks, with date, will only be completed after an alpha control number has been issued. When TPU commander's signature is required on USAREC Form 1027, this will be accomplished as required for issuance of an alpha control number. The requirement for the applicant

and recruiter to sign USAREC Form 1027 remains the same as stated above.

Control numbers issued by Headquarters, USAREC, RCRC-PPS, and alpha control numbers issued by the USAREC liaison team at ARPERCEN are now valid for 30 days from date issued. However, it is imperative that the battalion operations verify that the soldier's ETS date exceeds the 6-month 10-day requirement from date of accession.

Immediate reenlistment and extension control numbers will remain valid for 10 days only and must be faxed to the USAREC liaison team within 48 hours of completion.

Soldiers that do not meet the height and weight standards of Army Regulation 600-9 will continue to be screened against the body fat tables in AR 600-9, Appendix B. The tape test will be within 10 days of the signed USAREC Form 1028. Results of the tape test will be filed in the battalion residual packet.

Questions and comments

If you have a question or an idea you want to share with others, write us. Please be as detailed as possible.

Send mail to:

Commander, USAREC
Director, Reserve Affairs
ATTN: RCRC-PPS-TIPS
Fort Knox, KY 40121

The point of contact is MSG Leonard Hirnikel, 1-800-223-3735, extension 4-0873.

The Test

1. In addition to the DD 214, what two other documents can be used to verify name, age, and SSN for an IRR transfer?

- A. SSN card, driver's license
- B. U.S. Government ID card, state issued ID card
- C. both A and B
- D. none of the above

2. A prior service Army applicant (E-4) with no military service obligation desires to enlist into the USAR. He is married and has three dependents under the age of 18 living with him, and pays child support for two children from a previous marriage. He is:

- A. qualified to enlist
- B. disqualified/ requires dependency waiver
- C. disqualified
- D. qualified/requires grade determination waiver.

3. How often should DTP alternate trainees be contacted after they complete basic training?

- A. monthly
- B. bimonthly
- C. quarterly
- D. weekly

4. What is the minimum term of service that an applicant from the National Guard must enlist for in the USAR?

- A. remaining military service obligation plus 3 years
- B. remaining military service obligation
- C. 1 year
- D. 3 years

5. An RA applicant claims to have two years of college credit. He enlists the same week and is unable to obtain his transcript prior to his ship date. Can he submit these transcripts to be promoted while on active duty?

- A. Yes, as long as he submits the documentation to his personnel officer within 1 year.
- B. Yes, so long as guidance counselor recommends it.
- C. No, he cannot.
- D. Yes, upon approval of his BT commander.

6. An applicant has taken part in the Naval Sea Cadet Corps and has been awarded NSC page 19A (Record of Cadet Advancement). What is the proper entry pay grade for this applicant?

- A. E-1
- B. E-2
- C. E-3
- D. E-4

7. A prior service Army applicant shows you his DD 214. You note that he is a non-high school diploma graduate. Based upon this fact, what is his enlistment eligibility for the Regular Army?

- A. qualified

- B. ineligible, requires USAREC exception to policy
- C. ineligible, requires EEA waiver
- D. ineligible

8. If the same applicant in question 7 was applying for enlistment into the USAR, would he be qualified?

- A. yes
- B. no

9. A USAR nurse applicant applying for the new Specialized Training Assistance Program (STRAP) must be a U.S. citizen.

- A. true
- B. false

10. RA nurse applicants accepted into the Army Nurse Candidate Program will be enlisted in what pay grade?

- A. E-1
- B. E-2
- C. E-3
- D. E-4

11. An applicant is considered to be without a spouse for enlistment purposes if the spouse is:

- A. deceased
- B. incarcerated
- C. legally separated
- D. all of the above

12. An applicant's arrest record was expunged by a federal court. Are you required to list these violation(s) in the enlistment packet?

- A. yes
- B. no

13. Unless otherwise stated on the waiver cover sheet/document, waivers (excluding DEP waivers) granted under AR 601-210, Chapter 4, are valid for how long?

- A. 6 months
- B. 1 year
- C. 18 months
- D. 2 years

14. DD Fm 370 (Request for Reference) may not be handcarried.

- A. true
- B. false

15. What is the lowest level at which a moral waiver may be disapproved?

- A. recruiter
- B. station
- C. company
- D. battalion

(The answers to this month's Test can be found on the inside back cover.)

Gold Badges

BALTIMORE

SGT Dean A. Cummings
SSG Willie Lemons
SSG Homer C. Dixon
SSG Michael P. Gilbert
SSG Willie L. Graves

BRUNSWICK

SFC Ronald A. Ritter
SSG James J. Graham

CHICAGO

SSG Brian P. Dombeck
SGT Archie R. Ganno
SSG James McConnell
SSG Carlos L. Boles
SSG Steven D. Selep
SGT Eula J. Hartley

COLUMBUS

SGT Quentin T. Sandusky

DENVER

SSG Steven G. Ruch
SSG Kay Kanan
SGT Bruce W. Little

DES MOINES

SSG Billy C. Chaffin

HOUSTON

SGT John O. White
SSG Ronald L. Link Jr.

INDIANAPOLIS

SSG Kirk L. Daniels
SGT James E. Ritchie

JACKSON

SGT Sylvester Sims

JACKSONVILLE

SSG Kerry R. Moore
SGT Darnell Braggs

KANSAS CITY

SSG Edward V. Manewal
SSG Robert H. Gresham

MIAMI

SSG Miguel A. Galarza
SGT Edwin Cruz-Rodriguez
SSG Armando F. Turnbull
SSG Luis Tolentino



MINNEAPOLIS

SSG David M. Hollinger
SSG Holly M. Hudy

MONTGOMERY

SSG Bobby S. Lungrin

NASHVILLE

SGT Wayne J. Weigel Jr.

NEW ORLEANS

SGT Tommy Dukes
SFC Otis B. Cole
SSG Reginald Garland
SSG Franklin Price

NEW YORK CITY

SSG Robert Ennis
SSG Gary S. Davis
SSG Mark A. Rivera
SFC Paul M. Champagne
SGT John T. Karras
SSG William C. Rucker Jr.
SGT Anibal Cruz

NEW ORLEANS

SSG Kevin Perondi

OKLAHOMA CITY

SFC Howard L. Stewart
SFC Guy E. Hadorn Jr.
SSG Jesse M. Font

PHILADELPHIA

SSG Joseph W. Emmel

PORTLAND

SSG Stuart R. Lallier
SSG Fred W. Pearson

RALEIGH

SSG Steven T. Jones
SFC Michael Brown
SSG Sharon K. Zapp
SGT David M. Lewis
SSG Alfron Graves
SSG Eugene Hahn
SSG Rodney Bradford

SACRAMENTO

SSG Mark A. Reaves

SAN ANTONIO

SFC Amparo Gonzalez
SSG Mario A. Ramirez

SEATTLE

SFC Joseph M. Gramigna
SSG Billy J. Moore

TAMPA

SFC Jose Campos

Rings

BALTIMORE

SSG Robert M. Grubenhoff

COLUMBIA

SFC Russell W. Reid
SFC Dale T. Hague

DALLAS

SSG Gail E. Barnett
SSG Nancy L. Martinez
SSG Melvin L. Holliday

DENVER

SFC Brian E. Keith
SFC Joseph R. Rivers Jr.
SSG Robert G. Lee

DES MOINES

SFC David A. Wilkins

HARRISBURG

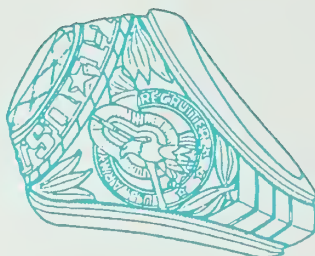
SFC Daniel Fox

HOUSTON

SSG Joseph G. Vieira

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SFC Jerald D. Bellon

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SFC Larry W. Amick Sr.

SYRACUSE

SSG Joseph P. Dutilly

TAMPA

SGT Jody E. Gaddy

CG's Team Excellence

1st Quarter 1994

ALBANY

Europe Company

COLUMBIA

Columbia Company
Charleston Company

SAN ANTONIO

San Antonio West Company

RSC Schedule

RSM March 1994

Cinema Van

ALBANY, 1 - 4 Mar
BALTIMORE, 7 - 11 Mar
CHICAGO, 8 - 25 Mar
HOUSTON, 3 - 25 Mar
LOS ANGELES, 1 - 25 Mar
MINNEAPOLIS, 1 - 4 Mar
MONTGOMERY, 1 - 18 Mar
PHOENIX, 1 - 25 Mar
PITTSBURGH, 14 - 28 Mar
RALEIGH, 1 - 4 Mar
SYRACUSE, 7 - 28 Mar
TAMPA, 21 - 28 Mar

Cinema Pods

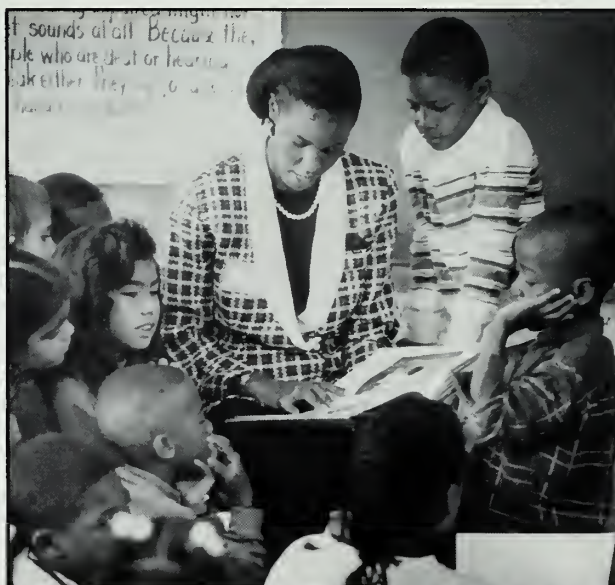
BECKLEY, 15 - 28 Mar
BRUNSWICK 1 - 25 Mar
CHICAGO, 1 - 4 Mar
CLEVELAND, 1 - 11 Mar
DALLAS, 14 - 28 Mar
DES MOINES, 7 - 18 Mar
JACKSON, 21 - 28 Mar
JACKSONVILLE, 1 - 3 Mar
LOS ANGELES, 1 - 11 Mar
NEW ORLEANS, 7 - 18 Mar
OKLAHOMA CITY, 1 - 11 Mar
PHILADELPHIA, 1 - 25 Mar
PORTLAND, 15 - 28 Mar
SALT LAKE CITY, 1 - 25 Mar
ST. LOUIS, 22 - 28 Mar

Army Adventure Van

LOS ANGELES, 7 - 11 Mar
PHOENIX, 1 - 4 Mar
PORTLAND, 22 - 25 Mar
SANTA ANA, 14 - 18 Mar

Answers to the Test

1. C, USAREC Reg 140-3, para 5c (2) (a) - (l)
2. A, AR 601-210, table 3-1, rule F, para f
3. C, USAREC Reg 601-95, para 2-4c (5)
4. D, USAREC Reg 601-210, para 5-27a
5. A, AR 601-210, table 2-3, rule K
6. B, AR 601-210, table 2-3, rule J
7. D, AR 601-210, table 3-1, rule D
8. A, AR 601-210, table 3-1 rule D
9. A, USAREC Reg 601-37, ch 9-2b (1)
10. C, USAREC Reg 601-37, para 8-4a (2)
11. D, AR 601-210, table 2-1, rule F, 3a (1) - (5)
12. B, AR 601-210, para 4-14 b (1)
13. B, AR 601-210, para 4-8
14. B, AR 601-210, table 4-4, lline C, para 3
15. C, AR 601-210, para 4-7

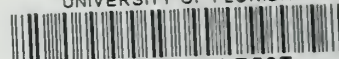


Ardlene Stalling, a volunteer from 1st Recruiting Brigade, reads to a third grade class at Maryland City Elementary School as part of the brigade's "Adopt a School" program. (Photo by Kirk J. Crispens, courtesy of the Laurel Leader)

Answers to the HRAP Quiz

- | | | |
|------|------|-------|
| 1. c | 5. a | 9. a |
| 2. b | 6. b | 10. b |
| 3. c | 7. b | 11. b |
| 4. c | 8. b | 12. b |

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